

# Innovate UK

**Meeting of the Governing Board**

**September 14<sup>th</sup> 2017**

SCI Headquarters, 14/15 Belgrave Square, London SW1X 8PS

**09.00 for 09.15-13.00**

## **Meeting Minutes**

### **Present:**

#### **Governing Board member:**

Phil Smith (Chair)  
Tim Edwards  
John Latham  
Priya Guha  
Hazel Moore  
Gerard Grech  
Simon Devonshire  
Harry Swan (by phone)

#### **Executive Management Team members:**

Ruth McKernan  
Kevin Baughan  
Tim Sawyer  
Paul Mason  
Ruth Elliot  
Ian Campbell  
Mike Biddle  
Sarah Vodden  
Ian Meikle  
Michael Warren  
Simon Edmonds  
Sophie Dale-Black (Secretary to the Governing Board)

#### **Observers from the Department for Business, Energy and Industrial Strategy:**

Jenny Dibden  
Keith Hodgkinson

#### **Apologies:**

Nigel Townley

# Innovate UK

## 1. Welcome

Phil Smith, as meeting chair, welcomed all attendees to the meeting and began proceedings.

### 1.1 Apologies

Apologies were noted for Nigel Townley.

### 1.2 Declarations

The Chair declared his involvement in the board of IQE, which is a company involved in the development of the Compound Semiconductor Applications Catapult. The Chair reminded all Governing Board members to regularly update their declarations with the Governing Board secretariat team.

### 1.3 Minutes of the previous meeting

Minor typographical changes to the minutes were suggested.

**Action** – Sophie Dale-Black to make edits to the minutes of the previous meeting and to upload the minutes to gov.uk

Simon Devonshire joined the meeting.

The success of the recent 10th anniversary event was noted, particularly the excellent attendance and useful discussion with key stakeholders.

## 2. Verbal update and discussion on UK Research and Innovation transition

GB\_2017\_09\_14\_Paper\_1 was presented by Kevin Baughan and Ruth Elliot. The paper discussed the proposed internal structure of Innovate UK as the transition to UK Research and Innovation developed, to ensure delivery of the Industrial Strategy Challenge Fund and in preparing the organisation's structure for day 1 operations within UKRI.

Simon Edmonds joined the meeting.

Kevin discussed progress in key areas such as the Industrial Strategy Challenge Fund and managed programmes. It was noted that corporate services are emerging centrally within UKRI, with current expectations that Innovate UK's corporate services would stay as 'solid line' reports into Innovate UK's Executive Chair, with 'dotted line' reporting into the UKRI central unit, with transformation to come later. Kevin requested Governing Board members' feedback on the proposed structure.

Ruth Elliot noted her role on the UKRI Design and Delivery Board, and informed the Governing Board of the appointment of Ian Kenyon as UKRI's Chief Financial Officer and also as Deputy Chief Executive.

# Innovate UK

John Latham noted his membership of the UKRI assurance board and discussed comments from the meetings he has attended looking at the UKRI transition and transformation phases.

Discussion focused on the proposed new internal Innovate UK structure, noting that horizontal working between teams was key for success.

It was noted that the handling of assets by UKRI was taking shape, and this would inform the management processes for centres and institutes across UKRI.

It was also noted that a customer's view of an organisational structure can be very different to an internal view, for example businesses would often look for similar roles to those in their own structure when seeking to communicate with Innovate UK. Governing Board members suggested that this viewpoint is considered when finalising Innovate UK's structure.

### **3. Discussion regarding feedback from induction session for new Governing Board members**

The Chair asked the three newest members of the Governing Board to provide feedback on the induction session held on September 8<sup>th</sup> 2017. Colleagues contributing to the session were thanked for their efforts and for the very useful discussions.

Feedback included that it was clear from the material presented that Innovate UK's narrative of its role in the innovation ecosystem was well-developed and should be used extensively in communications. It was noted that the Industrial Strategy Challenge Fund would benefit from a procurement focus, ensuring products are purchased, in an end to end approach from idea to procurement across government.

Ruth McKernan joined the meeting.

Jenny Dibden joined the meeting.

Initial work with Nesta was discussed, focusing on the role of innovation agencies.

It was noted that Innovate UK had been successful in procuring an HR and finance system and that work was ongoing to develop and deploy it across the organisation.

### **4. Verbal update on competition funding**

It was noted that an update on competitions for the second half of 2017-18 would be published as soon as possible, alongside the delivery plan. The situation was a consequence of the changes made to Innovate UK's grant funding in the Comprehensive Spending Review 2016. The executive team had been working extensively and closely with BEIS to secure a satisfactory resolution. All noted that the situation was now extremely urgent.

# Innovate UK

## 5. Evolution of the Catapult Network

Zoe Webster joined the meeting.

Papers GB\_2017\_09\_14\_Paper\_2, GB\_2017\_09\_14\_Paper\_3 and GB\_2017\_09\_14\_Paper\_2 were discussed. The Catapult review process was discussed, particularly the independent Catapult Review Committees and the review being undertaken by EY. It was noted that future evolution of the Catapult Network would be based on findings of these reviews and available budget.

Ian Meikle, Paul Mason, Ian Campbell and Simon Edmonds presented on Catapult Research Committee findings from Catapults in the Infrastructure Systems, Emerging and Enabling, Health and Life Sciences and Materials and Manufacturing sectors.

It was agreed to record in the minutes that it was the Governing Board's view that the Catapult Review Committee process had been fairly carried out.

A discussion took place on the relative importance of quantitative and qualitative measures.

It was agreed that future reviews for Catapults, KPIs and approaching long term funding would be discussed at the October Governing Board meeting, once findings from the EY report were known.

## 6. AOB

The Innovate 2017 conference was discussed.

**Action** - Michael Warren to include information on Innovate 2017 and the Amplify social media tool in his update to the Governing Board at the October meeting